



About **RUSH**

Our storied **past.**

Our excellent **present.**

Our extraordinary **future.**



A Starting Point That Sets RUSH Apart

Excellence is just the beginning.

Rush University System for Health, or RUSH, adopted this tagline in 2018 to signal to the world that outstanding patient care, research and education are our starting point as we work to transform health care. While many health systems claim to be great, RUSH's tagline acknowledges that excellence is only the foundational first step in our bigger journey to improve health for all — the goal at the center of everything we do.

From the standards we set for clinical quality and discoveries our problem-solvers generate to the future practitioners we train and neighborhoods we're helping to revitalize, what we do at RUSH has ripple effects that touch far more people than the thousands who pass through our doors. As we strive to fulfill our promise to improve health for all — and turn ripples into waves — we're aligning every aspect of our health system to deliver what matters most to our patients and communities: the best value and the best outcomes for the best, healthiest life.

A Four-part Mission to Improve Health

The mission of RUSH is to improve the health of the individuals and diverse communities we serve through the integration of outstanding patient care, education, research and community partnerships. Across our system, here's how our mission drives us:

In our **clinical care**, physicians, nurses and providers from across specialties join forces to provide superior, patient-centered care that has earned our hospitals national recognition for quality.

In our **educational programs**, tomorrow's health professionals train for the new realities of health care through team-based experiential learning — the hands-on RUSH approach to cultivating the next generation of compassionate problem solvers.

In our ever-growing portfolio of **research programs**, skilled laboratory researchers and data scientists work alongside practicing clinicians to ask the right questions, engineer once-improbable solutions and quickly translate them into treatment breakthroughs.

In the **community**, we're leveraging our power as an anchor institution on Chicago's West Side to identify, pilot and scale solutions that improve health outcomes and increase life expectancy in disinvested neighborhoods.



**With origins that predate the Great Fire,
World's Fair and iconic skyscrapers,**

**RUSH's roots in
Chicago run deep.**

Woven Into Chicago's Fabric for Nearly Two Centuries

RUSH has been part of the Chicago landscape longer than any other health care organization. In fact, Rush Medical College received its charter on March 2, 1837, two days before the city of Chicago was incorporated. As the city grew in the late 19th century, so did Rush's involvement with other developing institutions, including St. Luke's Hospital and Presbyterian Hospital, which merged in 1956 and joined with Rush Medical College in 1969.

While other institutions on Chicago's West Side shut their doors or left for the suburbs in the wake of the tumultuous late 1960s, Rush-Presbyterian-St. Luke's Medical Center rededicated itself to serving the community by building new patient care facilities and establishing Rush University in 1972 to train a diverse health care workforce.

Our institution officially changed its name in 2003 to Rush University Medical Center, a change intended to reflect the key role that education and research play in Rush's patient care mission. In 2017 Rush University System for Health, or RUSH, was formed to fully integrate the downtown Medical Center, Rush University, Rush Oak Park Hospital and Rush Copley Medical Center in Aurora.

First medical school in Chicago

Established in 1837, Rush Medical College was the city's first medical school and is one of the oldest in the Midwest.

First Black medical school graduate in the U.S.

David Jones Peck, MD, was the first Black American to earn a degree from a U.S. medical school, graduating from Rush Medical College in 1847.

First to discover sickle cell anemia

In 1910 Rush's James B. Herrick, MD, was the first to publish research about an abnormal blood disorder then called sickle cell anemia.

First successful adult heart transplant in Chicago

A team led by Hassan Najafi, MD, performed the region's first successful heart transplant in 1968.

First outpatient joint replacement surgeries

Using minimally invasive surgical techniques pioneered at Rush, orthopedic surgeon Richard Berger, MD, performed the nation's first total hip replacement as a same-day outpatient procedure in 2001.

First to make health records accessible on mobile devices and first 5G hospital

RUSH was one of the first 12 health care institutions in the U.S. selected by Apple to enable patients to access their medical records on their iPhones in 2018, and Rush University Medical Center was the first to launch a 5G wireless hospital network in 2019.

Photo courtesy of the Rush University Medical Center Archives

Rush University System for Health

As an academic health system consolidated under one governance structure — with oversight of the interrelated research, education, community and clinical care aspects of our mission — RUSH is uniquely able to nimbly respond to changes in health care. Our integrated structure enables the entire system to readily adopt new approaches, quickly respond to crises and adapt in those times when the ever-changing field of health care needs decisive leadership the most.

Our Award-winning Hospitals

Rush University Medical Center

A not-for-profit, 603-staffed bed academic medical center, sharing a campus with Rush University in the Illinois Medical District on Chicago's Near West Side, that is consistently ranked among the nation's top hospitals by *U.S. News & World Report*

Rush Oak Park Hospital

A not-for-profit, 127-staffed bed hospital, located in Oak Park, Illinois, that has received numerous accolades treating stroke, heart failure, diabetes and other conditions while earning the Centers for Medicare & Medicaid Services' highest possible rating for quality and patient experience

Rush Copley Medical Center

A not-for-profit, 210-staffed bed hospital, located in Aurora, Illinois, and the only hospital in the greater Fox Valley area to have consistently been recognized by The Leapfrog Group with an "A" score for hospital safety since Leapfrog scores were first published in 2012

PARTNERING UP TO ELEVATE CARE

- To meet the growing need for **inpatient and outpatient rehabilitation**, RUSH formed a joint venture with Select Medical in 2020. Through this partnership, 63 outpatient rehabilitation locations throughout Chicago and Northwest Indiana are now known as RUSH Physical Therapy. As part of this joint venture, a new RUSH Specialty Hospital is being planned for the Medical Center campus to deliver advanced rehabilitation services.
- To advance **pediatric care**, RUSH announced a clinical affiliation with Ann & Robert H. Lurie Children's Hospital of Chicago in 2021. This alliance provides RUSH with more options to serve younger patients and offers greater access to high-quality pediatric care for children throughout the Chicago area.

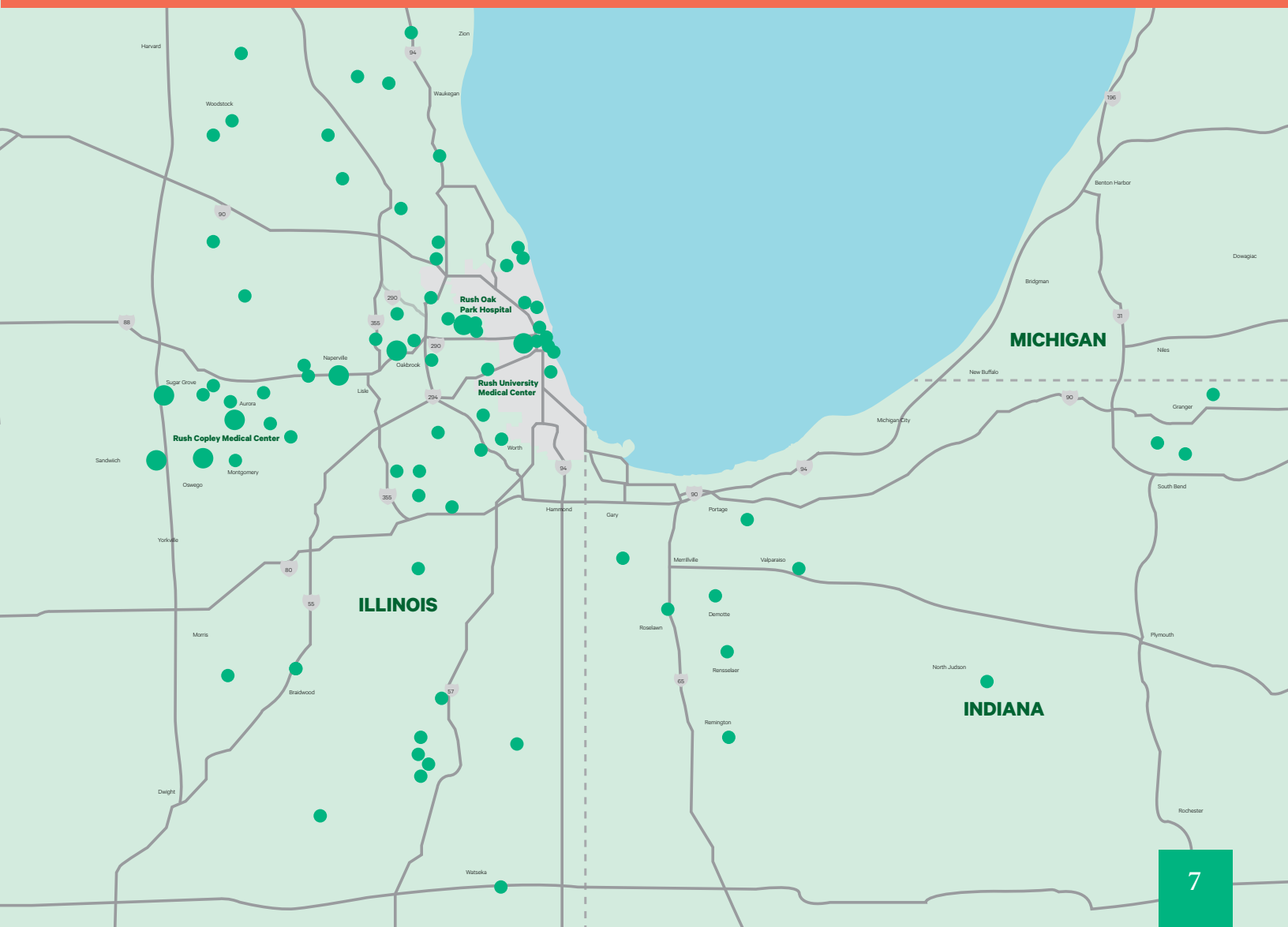
Our Fast-growing Network

With robust virtual care offerings and more than 100 locations throughout the Chicago area, RUSH-quality care is more accessible and convenient than ever before. In addition to our three hospitals and Rush University, our network includes locations in Aurora, Elmwood Park, Lisle, Naperville, North Riverside, Oak Park, Oswego, Worth, Yorkville and other suburbs as well as communities throughout the city.

Our newest locations in Oak Brook and Chicago's South Loop bring comprehensive outpatient services, such as primary and specialty care, laboratory tests, and imaging, closer to home. And with RUSH's industry-leading telehealth programs, including e-visits and on-demand video visits for a growing number of conditions, more excellent care is available without even leaving home.

From complex surgical procedures and inpatient care in our high-tech hospitals, to outpatient services and low-acuity care delivered virtually, at home, our vast regional network of clinics and community-based practices is making RUSH-quality care more accessible than ever before.

Stay up to date on the ever-expanding list of RUSH locations by visiting rush.edu/locations.





SHAPING THE WAY COMPLEX CARE IS DELIVERED

RUSH's Internationally Renowned Tower

Rush University Medical Center's state-of-the-art Tower inpatient facility, recognizable along Chicago's skyline by its distinctive butterfly shape, was literally designed from the inside out. Hundreds of nurses and physicians worked closely with architects to create the right environment for the highest-quality patient care.

Opened in 2012, the Tower is still hailed for its design that promotes interprofessional care delivery; facilitates nimble, advanced emergency response; and minimizes in-hospital transmission of infectious diseases like COVID-19. A model for new hospitals worldwide, the Tower's construction was only possible because of philanthropy.

RUSH by the Numbers

All statistics, unless otherwise noted, refer to Rush University System for Health, which comprises Rush University Medical Center, Rush University, Rush Copley Medical Center and Rush Oak Park Hospital, as well as numerous outpatient care facilities. Numbers shown reflect unaudited end-of-year reporting for FY2021 (July 1, 2020 - June 30, 2021).

Patient Statistics

1,122	Authorized beds
49,717	Admissions
57,208	Surgeries
165,614	Emergency department visits

9 Nationally Ranked Medical Center Programs

(U.S. News & World Report 2021-2022)

Neurology and Neurosurgery	3 rd
Orthopedics	6 th
Geriatrics	16 th
Gynecology	20 th
Gastroenterology and GI Surgery	21 st
Pulmonology and Lung Surgery	28 th
Cardiology and Heart Surgery	33 rd
Cancer	42 nd
Ear, Nose and Throat	45 th

Births

5,262	Total births
2,507	Rush University Medical Center
2,755	Rush Copley Medical Center

People

858	Employed physicians
12,723	Full-time equivalents
2,699	Rush University enrollment, Spring 2021

Financials

\$5.5B	Total assets
\$3B	Total operating revenue
10.2%	Operating cash flow margin
4.1%	Operating margin
\$156M	Annual research revenue
290 days	Cash on hand
A1	Moody's rating stable outlook
A+	S&P rating strong & stable
AA-	Fitch rating stable

RUSH Honors 2021

#2 in the nation for quality.

Vizient ranked Rush University Medical Center **No. 2** in the 2021 quality and accountability study.



RUMC and ROPH received **five stars** from the Centers for Medicare & Medicaid Services (CMS). RCMC received four stars.



All three System hospitals have received **Magnet status**, the highest recognition given for nursing excellence.



RUMC named **top U.S. Hospital** with **9** ranked clinical programs, including **3 best in Illinois**.



9 Rush University programs **among top 10** in the country, including #1 DNP program in the nation..



RUMC received the **Mayor's Medal of Honor** for extraordinary contributions throughout the COVID-19 pandemic.



RUSH is the nation's third health system to reach the highest level of analytics maturity from the Healthcare Information and Management Systems Society (HIMSS).



RCMC has received an **'A'** all **17 times** grades have been given. RUMC has received **13 A's**, and ROPH has **10 A's**.



RUMC was recognized in 2020 as one of the **"Best Places to Work for Disability Inclusion"** for its high scores on tool used by employers nationwide called the Disability Equality Index.



Newsweek ranked RUMC among **the top 100 hospitals worldwide** in its 2021 rankings, earning the **No. 75** spot globally and **No. 19** among hospitals in the U.S.



All three Rush system hospitals have been named a **Leader in LGBTQ Healthcare Equality**.



RUMC was an American Hospital Association honoree (2019).



Rush Medical College won the 2020 **Spencer Foreman Award for Outstanding Community Engagement**, the highest honor from the Association of American Medical Colleges for social responsiveness and community engagement.

RUSH Makes the Honor Roll

Following its first-ever recognition in 2020 as one of the top 20 hospitals in the nation, Rush University Medical Center once again earned a top spot on *U.S. News & World Report's* 2021-2022 Best Hospitals Honor Roll. Rush holds the 19th spot among more than 3,000 U.S. hospitals evaluated, with nine Rush specialty programs ranked among the nation's best. Fewer than 5% of U.S. hospitals receive high enough scores to rank nationally in even one specialty.

While many organizations rate hospitals, *U.S. News & World Report* is among the most well-recognized and respected in medicine, having published its annual "Best Hospitals" issue since 1990.

"This recognition confirms everything our patients, staff and steadfast supporters have known for years about the Medical Center's extraordinary clinical care."

Dr. Omar Lateef

President and CEO, Rush University Medical Center

U.S. NEWS & WORLD REPORT'S 2021-2022

Best Hospitals Honor Roll

1. Mayo Clinic
2. Cleveland Clinic
3. UCLA Medical Center
4. Johns Hopkins Hospital
5. Massachusetts General Hospital
6. Cedars-Sinai Medical Center
7. New York-Presbyterian Hospital-Columbia and Cornell
-
17. Barnes-Jewish Hospital
18. Mount Sinai Hospital
- 19. Rush University Medical Center**
20. Vanderbilt University Medical Center



A global leader in health sciences education, Rush University prepares today's professionals and tomorrow's experts in a hands-on environment where they can

**learn, discover
and thrive.**

Forward-thinking Education

From genomics and robotics to immunotherapies and electronic medical records, the early part of the 21st century can be described as one of the most dynamic eras in modern medicine. This rapid evolution — further accelerated by the COVID-19 pandemic — is dictating the need for new and more agile ways of delivering health sciences education. Few health systems are better positioned to lead this shift and prepare our nation's health care workforce than RUSH.

Rush University is fully integrated within a leading academic health system and solely focused on health sciences: It's all we teach and all we study. We're at the forefront of designing nimble approaches to teaching tomorrow's professionals that keep pace with health care's rapid transformation. Through robust continuing, lifelong education programs, we're also making sure today's providers stay at the leading edge. Elevating the quality of the entire region's health care workforce and especially our own, RUSH's commitment to education ensures patients are treated by the best-prepared team of providers around.

Training alongside world-renowned health care practitioners, scientists and administrators, Rush students observe and experience challenges firsthand. With hands-on opportunities to apply their emerging skills, they're empowered to help solve them in our diverse and inclusive learning community. That's why more and more aspiring professionals recognize the value of a Rush education, with our student enrollment increasing by 60% over the last decade to an all-time high.

Four Colleges, One Mission to Prepare the Best-trained Workforce

	Rush Medical College	College of Nursing	College of Health Sciences	Graduate College
Year established	1837	1972 (predecessor schools date back to 1885)	1975	1981
Headcount enrollment (Spring 2021)	575	1,183	709	159
Appointed faculty	1,671	132	155	1 (Graduate College students are taught by faculty whose primary appointment is in another college)
Total alumni	6,953	12,863	4,768	1,153
U.S. News rankings and other highlights	Ranks No. 64 in medical school research — jumping up more than 20 places over the past decade	Four programs are ranked No. 1 by U.S. News: Doctor of Nursing Practice, Psychiatric/Mental Health Nursing, Pediatric Acute Care DNP, and Pediatric Primary Care DNP	Since 2008 the Audiology program has ranked among the top 10 in the country; four other programs currently rank in the top 50	Rush's most diverse college, attracting students from around the country and world for biomedical research training



In an ecosystem that promotes innovation and collaboration, RUSH researchers are

transforming scientific breakthroughs into lifesaving practice.

Innovation and Discovery

Scientists and clinicians at RUSH work together to offer patients the latest options in diagnosis and treatment. As we improve health outcomes, we ask novel questions that shape the next breakthrough. This is called translational research, and it's how medical progress is made — providing real solutions to immediate problems our clinicians and others across the country face every day.

We also understand that to treat disease effectively, we must first understand it. The integration of our clinical, research and education enterprises helps us discover how systems of the body we previously believed to be separate are actually interconnected. Our research teams continuously ask, “How do we prevent the need for joint replacement?” and “What can the bacteria in our gut tell us about our brain health?” and “How does your ZIP code connect to your likelihood of a cancer diagnosis?” The answers will come from within the vast network of research, educational and community-based programs that define RUSH as an academic health system.

Finally, RUSH's strengths in data science and analytics position us to be a leader in delivering on the promise of personalized medicine. We're building out platforms for systematic data collection, analysis and evaluation so that each patient's outcomes and experience enhance our approach for the next patient who turns to RUSH for their care.

WORLD'S LARGEST ALZHEIMER'S STUDIES

The Rush Memory and Aging Project and Religious Orders Study are the largest, and only, two longitudinal Alzheimer's disease studies of their kind in the world. The studies are led by David A. Bennett, MD, 2018 recipient of the Potamkin Prize, which is frequently referred to as “the Nobel Prize of Alzheimer's research.”



MULTIPLE SCLEROSIS DRUG DISCOVERY

The ripple effect of philanthropic seed funding and the success of translational research at Rush are evident in the development of Ampyra to treat multiple sclerosis, or MS. It's the first oral therapy for MS and the first FDA-approved therapy to help countless patients with MS-related walking difficulties.



RUSH is one of the nation's first academic health systems to make health equity a strategic priority, tackling the underlying causes of inequity in our surrounding communities and setting our sights on

eliminating health disparities.

Community Health Equity

A baby born today in Chicago's Loop is likely to live to 82. But just seven "L" stops away, in West Garfield Park, life expectancy drops below 70, an average lifespan not seen in our nation's affluent communities since the 1950s. More than half of premature deaths on Chicago's West Side are due to cancer, heart disease, stroke, diabetes and infant mortality.

Recognizing the injustice of growing gaps in health outcomes, locally and nationally, RUSH became one of the first academic health systems to make health equity a strategic priority. Propelled by philanthropic gifts and grants, in 2018 we launched West Side United, a health equity collaborative mobilizing six anchor health care institutions and community partners to build health and economic wellness on the West Side.

The disproportionate effects of COVID-19 on low-income communities of color underscored the need to push the needle forward faster — before more lives are lost. **In 2021 we announced our most concentrated investment in health equity yet: the establishment of the RUSH BMO Institute for Health Equity.** The nexus of our many health equity efforts, the Institute provides the tools and resources to pilot, study, scale and sustain dozens of the most promising and effective community programs, strengthening the health and vitality of our hospitals' surrounding communities.

WHAT IS HEALTH EQUITY?*

Health equity means everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health discrimination, such as poverty, and their consequences. We measure equity by the reduction and elimination of health disparities and the social and structural determinants that adversely affect excluded or marginalized groups.

**Adapted from Robert Wood Johnson Foundation's definition of health equity*

FOUR AREAS OF FOCUS IN THE RUSH BMO INSTITUTE FOR HEALTH EQUITY

Education and Workforce Development

Integrating health equity education for care providers and students into our curriculums, as well as educational and career pipeline programs for community members

Community Clinical Practice

Delivering innovative, high-value, community-based care in a wide variety of settings

Community Engagement

Building sustained, bi-directional partnerships with likeminded organizations that target social and structural determinants of health

Health Equity Research

Devising and testing innovative, evidence-based solutions and community-informed participatory research



**When COVID-19 arrived in our community,
RUSH rallied around a simple mantra:**

**We were
built for this.**

Effective and Equitable Pandemic Response

When COVID-19 first arrived in the U.S., RUSH sprang into action, mobilizing an incident command center three weeks before a stay-at-home order was issued for the state of Illinois. Mounting a response to the pandemic that earned national attention, RUSH assumed a position at the forefront of patient care, testing and research for COVID-19. Caring for more patients with COVID-19 than any other hospital in Illinois throughout the pandemic, Rush University Medical Center is recognized among the top 10 academic medical centers in the country at preventing mortality from the disease.

Our care teams' ability to save the lives of hospitalized patients with COVID-19 exceeded national averages, especially among Black and Latinx patients who experienced significantly higher mortality rates from the disease across the country. At the same time, we reimagined operations to provide safe care — of all kinds — to our patients, who recognized RUSH with the highest patient satisfaction scores in our history during the pandemic.

RUSH researchers also did their part to generate critical knowledge about the virus. We launched hundreds of studies to understand this novel pathogen, including clinical trials of the most promising therapies and vaccines. Our vaccination clinics immunized thousands of patients each day, with mobile teams from RUSH targeting homeless shelters and other hard-to-reach populations. Today we're still leading the region's most trusted laboratories for studying variants of the coronavirus and the threat of other emerging infectious diseases.

5 FACTS

1

During the spring 2020 COVID-19 surge, Rush University Medical Center took hundreds of critically ill patient transfers from safety net hospitals without screening for insurance.

2

The Medical Center's risk-adjusted survival rates for mechanically ventilated transfers, primarily from Black and Latinx populations hit hardest by the pandemic, were the best in Chicago.

3

Our Tower hospital facility — which opened in 2012 with significant donor support during RUMC's last campaign — was highlighted for pandemic preparedness by *Newsweek*, *Architectural Record* and *The Wall Street Journal*. During COVID's first peak in April 2020, *The Washington Post* described the Tower as the "hospital built for a pandemic."

4

RUMC and was selected by Chicago Mayor Lori Lightfoot as a lead partner in establishing Chicago's Racial Equity Rapid Response Team, focused on slowing the spread of COVID-19 in Black and Latinx communities.

5

The Chicago Department of Public Health chose RUMC to develop the city's comprehensive data hub and regional public health lab, centralizing area hospitals' COVID-19 patient information and molecular data to track cases and identify trends.

**Unintimidated by the rapid change of health care,
we're turning challenges into opportunities to**

improve health for all.

Just as Rush University Medical Center's Tower redefined inpatient care, the adjacent Joan and Paul Rubschlager Building — a 480,000-square-foot facility expected to be completed in early 2023 — will expand capacity for complex outpatient services.



Where We're Going — Together

RUSH has a national reputation for excellence, from our unrivaled quality outcomes and ability to handle complex cases to our COVID-19 response and leadership in addressing health inequity. Now we aim to ensure the Chicago region becomes a destination for extraordinary care.

Our families, friends and neighbors deserve health care that combines leading-edge capabilities with research innovation to deliver the newest lifesaving treatments. With a rise in aging-related disease that has increased demand for health care and driven a shortage of skilled clinicians and educators, we need the country's best-prepared medical professionals. And for the entire Chicago area to thrive — for people to fully work, study, raise families and enjoy all this region has to offer — we must address the health disparities that stifle our communities and our economy.

Energized by the opportunities and challenges in health care, RUSH has a clear vision, focused on our singular goal to improve health for all, and we've embarked upon the most ambitious campaign in our history to support it.

BUILDING ON EXCELLENCE

Major Areas of Focus in the Campaign for RUSH

With a projected goal of \$650 million, The Campaign for RUSH focuses on advancing programs where RUSH is well-positioned to improve the Chicago region's health. The Campaign for RUSH is comprehensive, including every RUSH location and every part of our mission — each gift helps us achieve the extraordinary. With focused philanthropic investment, RUSH looks to advance six critical areas we believe will make the most significant impact on the communities we serve:

Neuroscience

Our top-ranked specialists and researchers aim to promote and preserve our patients' brain health as long as possible and provide rapid, restorative treatments when they're needed most.

Bone and Joint

Guided by a rich history of innovation in orthopedic and rheumatologic care, we're accelerating research and its rapid application to practice, eliminating pain and restoring mobility for those with musculoskeletal injuries and disabilities.

Cancer

Just as we've built the region's best programs in neuroscience and bone and joint, we're working to deliver cancer care that's highly personalized *and* highly personal, ensuring that no patient needs to leave the Chicago area to find the most effective treatment.

Education and Workforce Development

The rapid transformation of health care has created an urgent need for agile health sciences education. Rush University will lead that education and ensure the Chicago area's health professionals are second to none.

Health Equity

A commitment to health equity is infused into every aspect of RUSH's mission — the platform we're building upon to eliminate health disparities in the Chicago area and serve as a national model for promoting sustainable change.

Innovation and Discovery

The need for health care solutions has never been greater. We're empowering our faculty, staff and students with the resources, support and collaborative environment needed to streamline discovery and deliver those solutions.



Over the past decade, we've ascended from a respected academic medical center in the region to one of the nation's leading health systems with

momentum to transform health care.

A Sound Investment

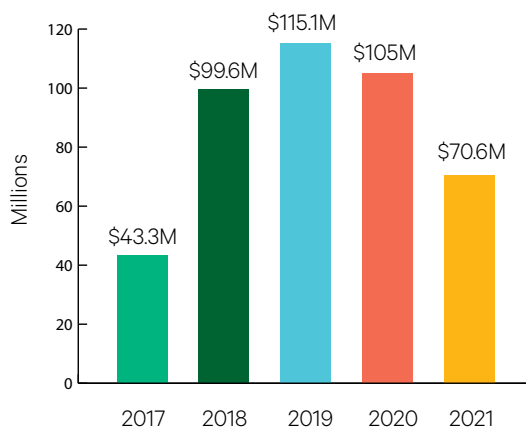
For years our donor community has known that excellence is just the beginning at RUSH. Today a much broader community is taking notice. Our leading response to the COVID-19 pandemic captured the attention of observers everywhere. The growth of our system continues to make RUSH-quality care more convenient and accessible throughout the region. And for the first time in our history, the Medical Center reached new heights by earning back-to-back appearances on *U.S. News & World Report's* honor roll of the top 20 hospitals in the nation.

Over the last decade, RUSH has clearly demonstrated our position as a leading not-for-profit academic health system worthy of investment:

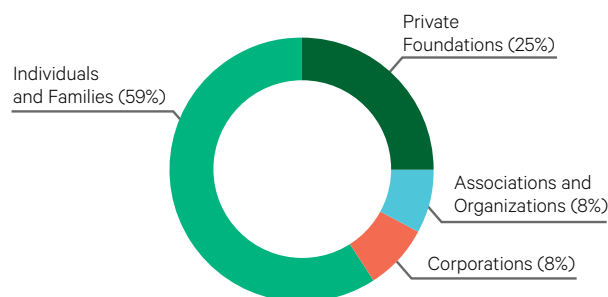
- Often propelled by donor gifts, RUSH scientists earned grants from the National Institutes of Health and industry partners totaling more than \$145 million during the 2020-2021 academic year — an all-time high for sponsored research at RUSH.
- Thanks in large part to scholarships and philanthropic investments in Rush University, our student body doubled over the past decade, and our educational programs have observed a consistent rise in national rankings.
- Philanthropic support of RUSH continues to build. The generous giving of our donor community over the past five years totals more than \$433 million — shattering previous fundraising records and fueling our work to transform health care like never before.

THE POWER OF OUR DONOR COMMUNITY*

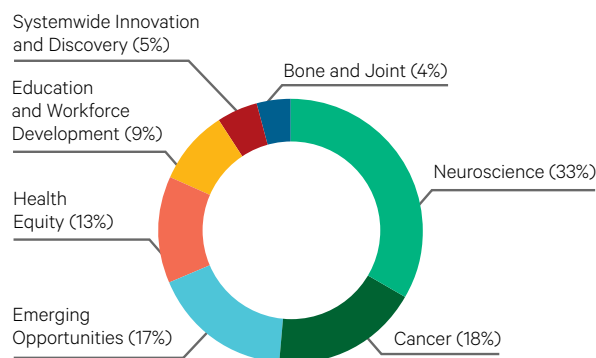
Five-Year Fundraising Snapshot



Gifts Received by Source



Gifts Received by Purpose



*Totals reflect RUSH's fiscal years 2017-2021 (July 1, 2017 – June 30, 2021). Fundraising snapshot also includes gifts to the Rush Copley Foundation.

